

Boston Children's Hospital is a large, nonprofit specialty hospital dedicated to pediatric health care. It is located in the Metro Boston region. Boston Children's is a teaching hospital for Harvard Medical School, and has research partnerships with numerous institutions in Massachusetts and elsewhere. It is one of nine organ transplant centers in Massachusetts. Boston Children's reports that the average age of patients admitted to the hospital is approximately 10 years, and that 84% of discharges from the hospital in FY15 were for patients under 18 years of age. It reported a loss of \$5.5M in FY15, after earning a profit each year from FY11 to FY14. Despite the loss, it still reported a positive operating margin of 2.1%.

At a Glance	Overview / Size	
	Hospital System Affiliation:	Not Applicable
	Change in Ownership (FY11-FY15):	Not Applicable
	Total Staffed Beds:	393, among the larger acute hospitals
	% Occupancy:	79.5%
	Special Public Funding:	Not Applicable
	Trauma Center Designation:	Pedi: Level 1
	Case Mix Index:	1.85, > cohort avg. (1.83); > statewide (1.00)
	Financial	
	Inpatient NPSR per CMAD:	\$21,044
	Change FY14-FY15:	0.9%
	Inpatient:Outpatient Revenue in FY15:	54%:46%
	Outpatient Revenue in FY15:	\$452,752,894
	Change FY14-FY15:	-0.3%
	Total Revenue in FY15:	\$1,377,754,921
	Total Surplus (Loss) in FY15:	(\$5,465,192)
	Payer Mix	
	Public Payer Mix:	35.9% (Non-HPP* Hospital)
	CY15 Commercial Relative Price:	1.51
	Top 3 Commercial Payers:	Blue Cross Blue Shield of MA Harvard Pilgrim Health Care Aetna Health
	Utilization	
	Inpatient Discharges in FY15:	15,634
	Change FY14-FY15:	5.1%
	Emergency Department Visits in FY15:	59,191
	Change FY14-FY15:	4.4%
	Outpatient Visits in FY15:	239,961
	Change FY14-FY15:	1.0%
	Quality	
	Readmission Rate in FY15:	Not Applicable
	Change FY11-FY15 (percentage points):	-
	Early Elective Deliveries Rate (Jan 2015-Jun 2016):	Not Applicable

Services	What were the most common inpatient cases (DRGs) treated at the hospital in FY15? What proportion of the region's cases did this hospital treat for each service?	
	Discharges by DRG	
	Seizure (693)	25% of regional discharges were treated at this hospital in FY15
	Asthma (433)	16%
	Chemotherapy (421)	16%
	Other Digestive System Dx (395)	15%
	NBact Gastro, Naus, Vom (321)	14%
	Infects- Upper Resp Tract (316)	21%
	Other Pneumonia (300)	7%
	Hip & Fem; N-TrauExc Jt Rep (297)	41%
	Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?	
	Discharges by Community	
	Dorchester MA (329)	3% of community discharges were treated at this hospital in FY15
	Boston MA (295)	2%
	Dorchester Center MA (280)	4%
	Brockton MA (252)	2%
	Quincy MA (226)	2%
	Hyde Park MA (175)	4%
	Lynn MA (169)	1%
	New Bedford MA (166)	1%
	Roslindale MA (160)	5%
	Cambridge MA (157)	2%
Quality	What proportion of adult patient discharges from this hospital resulted in a readmission at any hospital within 30 days, and how does this compare to the state average?	
	Data for this measure is not available for the patient population at this specialty hospital.	
	How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?	
	Data is not available for these measures.	

2015 HOSPITAL PROFILE: BOSTON CHILDREN'S HOSPITAL

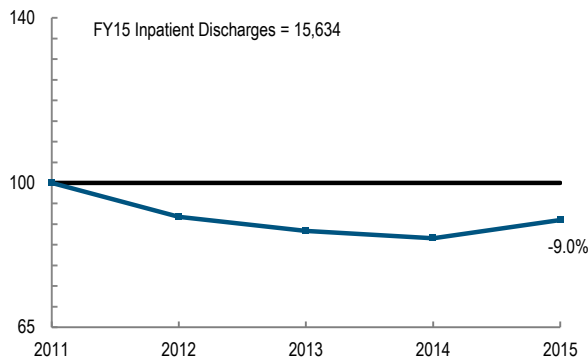
Cohort: N/A - Specialty Hospital

Key:

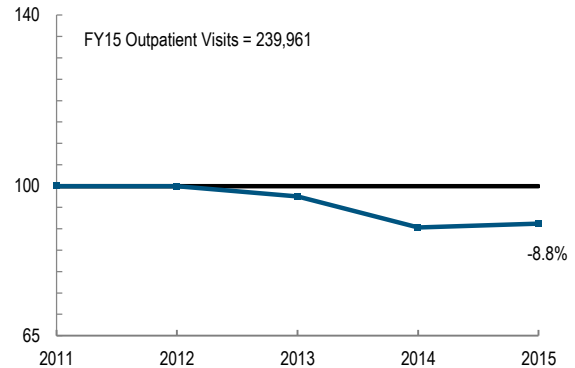
■ Hospital

Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY11? (FY11=100)

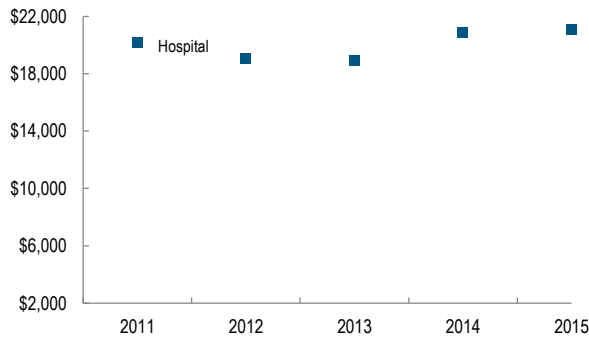


How has the volume of the hospital's outpatient visits changed compared to FY11? (FY11=100)

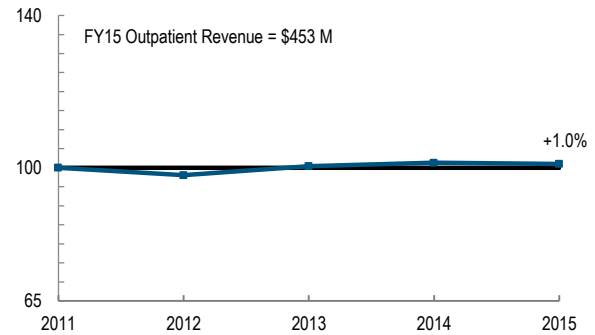


Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY11 and FY15?



How has the hospital's total outpatient revenue changed compared to FY11? (FY11=100)



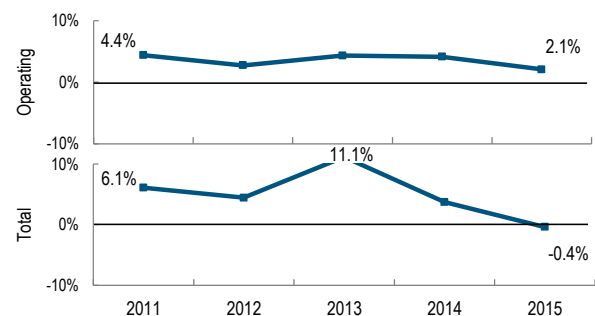
Financial Performance

How have the hospital's total revenue and costs changed between FY11 and FY15?

Revenue, Cost, & Profit/Loss (in millions)

FY	2011	2012	2013	2014	2015
Operating Revenue	\$ 1,326	\$ 1,296	\$ 1,322	\$ 1,387	\$ 1,412
Non-Operating Revenue	\$ 23	\$ 22	\$ 97	\$ (6)	\$ (34)
Total Revenue	\$ 1,349	\$ 1,318	\$ 1,418	\$ 1,381	\$ 1,378
Total Costs	\$ 1,267	\$ 1,259	\$ 1,260	\$ 1,330	\$ 1,383
Total Profit (Loss)	\$ 82.1	\$ 58.4	\$ 157.7	\$ 51.2	\$ (5.5)

What were the hospital's total margin and operating margins between FY11 and FY15?



For descriptions of the metrics, please see the technical appendix.

* High Public Payer Hospitals (HPP) receive a minimum of 63% of gross patient service revenue from public payers.